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# Jobs for the Future, Today: The Ontario Success Story.





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# **Jobs for the Future, Today: The Ontario Success Story.**



**The Honourable Ernie Eves, Q.C.  
Minister of Finance**

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*Jobs for the Future, Today: The Ontario Success Story*, call:  
The Ministry of Economic Development, Trade and Tourism at:  
(416) 325-6469 or  
The Ontario Jobs and Investment Board at:  
(416) 325-4703

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Le document *Investissons aujourd'hui dans les emplois de demain! L'Ontario : histoire d'une réussite* est disponible en français.

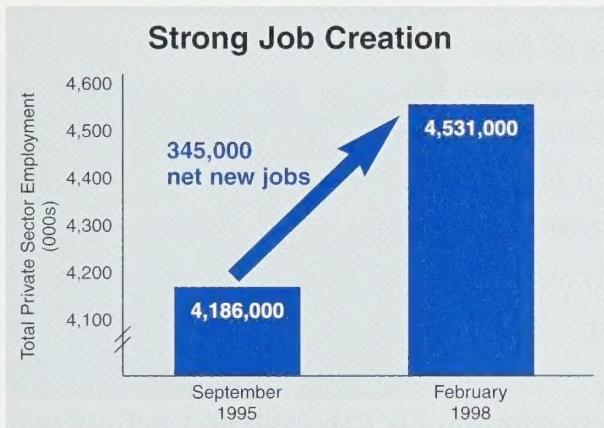
# Ontario is working again.

LOWER TAXES UNLOCK VAST ECONOMIC POTENTIAL

Lies

Last year – 1997 – was Ontario's best year in a long time. The economy expanded by 4.8 per cent, and in the 12 months up to February 1998, Ontario businesses created 265,000 new jobs – an all-time record. Businesses are expanding and investing. Consumers are confident. Today there's economic growth and hope for the future right across the province.

The Ontario success story wasn't written overnight. In the early 1990s, the province was mired in one of the worst economic downturns of the century.



Businesses closed their doors. Consumer confidence plunged. People lost jobs. To make matters worse, the government of the day responded with massive spending and punishing levels of taxes and debt.

Since 1995, Ontario's new government has taken a dramatically different approach. It understood that high taxes were stopping employers from hiring, businesses from investing and consumers from spending. Similarly, the government knew that lower taxes would be the key that unlocked Ontario's vast economic potential.

The government has done exactly what it promised to do. It has stuck to its plan to cut personal income tax by 30 per cent. Legislation to eliminate the employer health tax for every small and medium sized business in the province will soon be introduced. The deficit reduction plan is on track. The government has eliminated waste, red tape and other barriers to jobs, investment and confidence.

Has this strategy worked? You be the judge. The “big numbers” alone tell a powerful tale:

- **New jobs:** Since September 1995, Ontario has gained 345,000 net new private sector jobs. Ontario leads the nation in job creation.
- **Expanding businesses:** More and more businesses are choosing to invest in Ontario – with a 23.8 per cent rise in real business investment since 1995.
- **Confident consumers:** Ontario’s consumer confidence index is up 47.4 per cent since late 1995 – a sure sign that people are optimistic about the future. In March 1998 alone, housing starts jumped 23.6 per cent. In the past year, spending at department stores rose 11.2 per cent – the strongest annual gain on record.

But these numbers are only part of the story. Ontario’s success is about people. It’s about people keeping more of their own money – to save, spend or invest as they see fit. It’s about people finding jobs, gaining new skills and starting new businesses. It’s about people caring for one another, and investing in the future. It’s about a sense of hope and opportunity that was missing in this province for a long time.

This book introduces you to just a few of the countless people and businesses who are writing chapters in the Ontario success story. In these pages, you’ll find companies of different sizes, representing different industries and serving different communities. What they have in common is very simple: They believe in Ontario. They know Ontario is working again. They’re proving it by creating jobs, investment and growth in every corner of the province.

# Babcock & Wilcox Canada

INTERNATIONAL MANUFACTURING  
LEADER CHOOSES ONTARIO



*"Ontario's  
community  
colleges do a great  
job of supplying  
businesses like ours  
with well educated  
and highly  
skilled labour."*



Ohio-based Babcock & Wilcox Company recently faced a difficult decision. One or more of its four North American manufacturing plants would likely have to close to address an industry-wide overcapacity.

After an exhaustive review of the plants – two in the United States and two in Canada – a decision was made to reallocate a significant portion of production of fossil-fuelled boiler parts for the U.S. service market to its Cambridge facility from a plant in Paris, Texas. The boilers are used by electric utility, industrial and nuclear utility customers at generation facilities. A number of factors were considered, but in the end the key reasons the Ontario site gained the extra production were the relationship with the union and the quality of workmanship and productivity of skilled Ontario employees.

Paul Koenderman, president of Babcock & Wilcox Canada, points to programs from the Ministry of Education and Training as critical to the development of an educated, skilled workforce. "Ontario's community colleges do a great job of supplying businesses like ours with well educated and highly skilled labour," says Koenderman. "Our experience has shown that Ontario employees work well in teams and have a good understanding of business." He adds that the province's employees are typically very productive, cooperative and have a reputation for producing top quality products.

Seventy-five per cent of Babcock & Wilcox Canada's products are exported to markets around the world. With the additional workload of the U.S. service market, Koenderman expects to add 250 skilled employees to his current staff of 900 simply to keep up with demand.

A recognized leader in its industry, Babcock & Wilcox has sent a strong message that Ontario is a very attractive place for an international business to invest and grow. Customers around the world are listening.



COMPANY NAME:

LOCATION:

NUMBER OF JOBS:

**Babcock & Wilcox Canada**

**Cambridge**

**900 in Ontario**

# Cambridge Shopping Centres and The Mills Corporation

ONTARIO ECONOMY IS RIPE FOR RETAIL



*"We will introduce Canada's first value-oriented retail and entertainment mega-mall to Ontario, because this is precisely the type of climate we want to operate in."*



When Cambridge Shopping Centres Limited and the Mills Corporation asked Paul Gleeson to locate a building site for Canada's latest mega-mall two key decision-making factors came into play: the area's physical location and its economic viability. He focused on a 180-acre site located in the City of Vaughan, approximately 32 kilometres north of downtown Toronto.

"It was essential that we locate on a major highway, maintain solid points of access to our site, have a strong visible presence, and be centrally located in the Greater Toronto Area," recalls Gleeson, vice president of development for Cambridge Shopping Centres Limited. "The City of Vaughan not only met our criteria; it exceeded them. We will introduce Canada's first value-oriented retail and entertainment mega-mall to Ontario, because this is precisely the type of climate we want to operate in."

The mall will be much larger than most regional malls in Canada. The approximately \$250 million, single-level, 1.4 million square foot development will be typical of the successful Mills Corporation format that is found in seven major U.S. cities. Gleeson says the mega-mall will house over 200 stores – including traditional merchants, manufacturers' outlets, off-price retailers, department store outlets, specialty stores, catalogue outlets, category-dominant stores, entertainment venues and theme restaurants.

"This is a proven and exciting retail concept, and the Ontario economy is ripe for our market entrance," Gleeson continues. "We also envision this project to be a major tourist attraction, likely drawing approximately 20 per cent of its customers from beyond a 100-mile radius. Moreover, we estimate it will generate approximately 4,800 jobs during the 18 month construction phase, about 4,250 retail jobs after opening, and \$8.5 million of annual property tax revenue."



COMPANY NAME:

**Cambridge Shopping Centres  
Limited and The Mills Corporation**

LOCATION:

**Vaughan**

NUMBER OF JOBS:

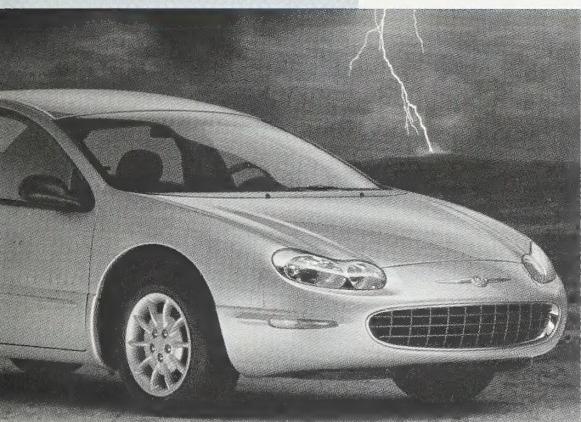
**1,200+**

# Chrysler Canada

DRIVING SUCCESS IN ONTARIO



*"We have to be  
confident in  
Ontario's positive  
outlook to make an  
investment of the  
size we're making."*



A strong business climate, excellent infrastructure, and an educated workforce make Chrysler Canada optimistic about Ontario as a site for future growth for its assembly operations.

Over the past two years, the company has invested \$3 billion in its Canadian capital additions, the bulk of which has been in Ontario. Chrysler's Ontario operations consist of two assembly plants in Windsor, one in Bramalea, a trim plant in Ajax, an aluminum casting plant in Etobicoke, and a stamping facility in Bramalea.

*"We have to be confident in Ontario's positive outlook to make an investment of the size we're making,"* says Michael Walker, Chrysler Canada's director of government affairs. *"We've always been very supportive of Ontario."*

The Bramalea plant, which builds the company's LH sedans, was recently given the global mandate by Chrysler Corporation to build these popular four-door cars. The company is particularly pleased with the quality of the cars produced by the Bramalea employees. In fact, for the past three years, Bramalea cars have scored the highest in the entire corporation in the important J.D. Power quality survey. To meet demand, the plant is adding a third shift and is hiring 1,100 new employees.

*"Two of our three assembly plants in Canada have three shifts – in Windsor and in Bramalea,"* notes Rob Perryman, Chrysler's Bramalea Assembly Plant manager of human resources. This, he says, is a testament to the quality of Ontario's workforce and the strength of its economy.



COMPANY NAME:

LOCATION:

NUMBER OF JOBS:

**Chrysler Canada**

**Ajax, Windsor, Bramalea,  
Etobicoke**

**16,000 in Canada**

# Digital Renaissance

AT THE FOREFRONT OF TORONTO'S  
ECONOMIC REBIRTH



*"We're a people company, and recruiting is one of our biggest challenges. We have incredible, bright young people in Ontario."*



In a little over six years, Keith Kocho, president of Toronto-based Digital Renaissance, has seen his business grow from his bedroom to a thriving new media company with 120 employees.

Originally founded as a new media communications firm, Digital Renaissance constantly reinvents itself. The company produces software tools, technologies and interactive content for digital media communications. Digital Renaissance offers businesses the opportunity to use multimedia to create experiences that capture information, increase efficiency and conduct business. Digital Renaissance is developing technologies to extend and enrich the experience of new media to engage the audiences of tomorrow.

One of the toughest challenges the company faces today is finding enough employees. "In the first four months of 1998 we've already hired 20 people but we need even more," says Eric Johnson, chief financial officer. "We're a people company, and recruiting is one of our biggest challenges. We have incredible, bright young people in Ontario and it would be a tragedy to see them leave for companies in the United States."

Of course, that doesn't seem to be a problem today. A strong economy, a growing number of young companies like Digital Renaissance and Ontario's overall quality of life are convincing more young people to build their futures in the province.

Digital Renaissance is forging relationships with key information technology partners to ensure that Ontario remains at the forefront of this growing industry. A strong new media industry in Ontario will allow other Ontario-based businesses to profit from the Internet and the easy access it provides to global markets.

As Johnson explains, "We're looking forward to what's next. And we're helping to design the future."



COMPANY NAME:

**Digital Renaissance**

LOCATION:

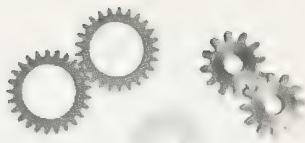
**Toronto**

NUMBER OF JOBS:

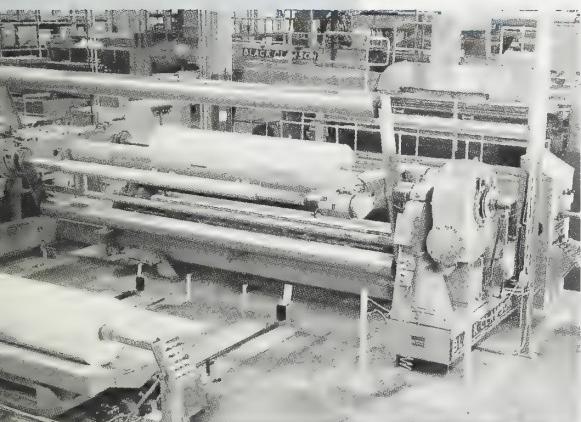
**125**

# Fabrene Incorporated

PART OF NORTH BAY'S ECONOMIC FABRIC



*"We expanded our Ontario facility by ten per cent this year, and we're planning another ten per cent expansion for 1999."*



Fabrene Incorporated, the world's largest manufacturer of coated woven polyethylene fabric, is moving ahead with its ambitious North Bay facility expansion plans and is committed to creating jobs in Ontario.

"Fabrene has an enviable record of growth as a result of our market expansion, both inside Canada and into the United States," says John Spencer, the company's director of operations. "Within the last year we've not only undertaken a major expansion and modernization of our North Bay facility, but we've also hired 11 new employees. We've charted a successful course through times of past economic uncertainty, and today we're optimistic that Ontario's future is a bright one."

Currently producing over 25 high-quality, polymer-based, engineered core products (in over 400 different varieties), Fabrene has added new high output equipment allowing the company to compete more effectively with other producers all over the world.

"We're encouraged by economic conditions in Ontario," says Spencer. "We expanded our Ontario facility by ten per cent this year, and we're planning another ten per cent expansion for 1999. Our company places a high emphasis on job training, too, providing each employee with at least 40 hours of training per year. We've developed roots here in North Bay, and our workforce deserves nothing less than the best we're able to provide."

In addition, the company has increased its research and development efforts to meet the ever-increasing demands of new and future customers. Employing 322 people in Ontario, Fabrene is intent on continuing its winning ways.

Fabrene also operates three other manufacturing plants in Richmond B.C., Portland Oregon, and Albany N.Y.



COMPANY NAME:

LOCATION:

NUMBER OF JOBS:

**Fabrene Inc.**

**North Bay (Plant),  
Mississauga (Sales)**

**322 (North Bay),  
361 Canada-wide**

# Glaxo Wellcome Inc.

BULLISH ON BIOPHARMACEUTICALS



*"We're seeing the best environment for business in over a decade. The challenge is to keep it going."*



According to Paul Lucas, president and chief executive officer of Mississauga-based Glaxo Wellcome, Ontario is enjoying the early stages of a prolonged period of economic growth and stability. He is bullish on the Ontario economy and especially the province's prospects for growth in the biopharmaceutical industry.

"It's a whole new world from a business optimism standpoint. The pieces of the puzzle are coming together in attitudes towards business, education and employment," Lucas explains. "We're seeing the best environment for business in over a decade. The challenge is to keep it going."

The future success of multinational pharmaceutical companies such as Glaxo Wellcome rests heavily on research and development. Lucas believes the province is well positioned to benefit from further R&D investment from the entire life sciences industry. He credits the existing university infrastructure, coupled with new government commitments for investment in science and technology education as critical to the success of the rapidly expanding Ontario biopharmaceuticals industry.

"In a highly regulated industry like biopharmaceuticals, we have to work with government and we've noticed a tremendous change in attitude towards business over the last three years," Lucas says. "The government has shown a great desire to work with us and listen to our concerns. They are developing a good understanding of our industry and the knowledge-based economy, allowing companies like Glaxo Wellcome to grow."

The aging population of Ontario offers both challenge and opportunity for the health care system and firms like Glaxo Wellcome. A strong commitment to research and development means Ontario is well-positioned to meet these challenges and prosper well into the next century.



COMPANY NAME:

**Glaxo Wellcome Inc.**

LOCATION:

**Mississauga**

NUMBER OF JOBS:

**800 in Ontario,  
1,200 in Canada**

# Good Humor-Breyers

A TASTE OF SUCCESS IN SIMCOE



*"Clearly, deficit reduction, low interest rates, declining unemployment and a commitment to reduce the taxation burden are policies of the current government that are helping to sustain business confidence."*



Simcoe is the undisputed ice cream capital of Canada. Over the last four years, Unilever has invested more than \$25 million in the Good Humor-Breyers ice cream manufacturing plant, making it the premier ice cream manufacturing facility in the nation.

The investment modernized an aging manufacturing facility. Today, Good Humor-Breyers is the largest private sector employer in the town, with 450 employees during peak season working on three shifts, five days a week. According to company president Kevin Boyce, this investment reflects the company's confidence in Ontario and its commitment to the Simcoe community.

"The improvement in Ontario's broader economy and the enhanced confidence of consumers were critical factors for Unilever in making its decision to invest in the province," says Boyce. "Clearly, deficit reduction, low interest rates, declining unemployment and a commitment to reduce the taxation burden are policies of the current government that are helping to sustain business confidence."

Prior to 1994, Unilever did not have its own ice cream manufacturing facility in Canada, and hence had its ice cream products manufactured by other suppliers. The acquisition of ice cream manufacturing facilities since 1994 has enabled Good Humor-Breyers to utilize Unilever's proprietary technology in manufacturing ice cream in Canada. As a result, Good Humor-Breyers now markets a greater variety of high value added ice cream products for Canadian consumers.

In Simcoe, Good Humor-Breyers' commitment to quality means a promising future for its employees, and continued economic benefits for the community.



COMPANY NAME:

**Good Humor - Breyers  
(a subsidiary of Unilever)**

LOCATION:

**Simcoe**

NUMBER OF JOBS:

**450 in Ontario**

# Honda Canada

EXPANDING IN ALLISTON



*"With the deficit under control and the continued elimination of government red tape, Honda Canada looks forward to continued growth and success in Ontario."*



According to Honda Canada, the decision to expand its Alliston manufacturing plant was an easy one – thanks to a skilled workforce, an abundance of automotive parts suppliers, a strong transportation network and a responsive provincial government.

"Honda is extremely pleased with both production and sales in Ontario," explains Jim Miller, senior vice president of marketing for Honda Canada. "We're very comfortable here and that's why we've made such a commitment to the future of this province's automotive industry."

Honda's investment to date is \$810 million, but when the current expansion is completed it will total \$1.3 billion, resulting in a 50 per cent increase in production volume. The expansion will generate an additional 1,200 jobs over the current 2,000 employees already producing Civic hatchbacks and sedans. Over 80 per cent of these vehicles are exported, mainly to the United States. The plant is also the exclusive manufacturing facility for the Acura EL, a popular four door sedan available only in Canada.

This investment has provided spin-off growth for numerous auto parts suppliers in Ontario. Since the Alliston expansion started in 1995, seven new parts suppliers have set up shop in the area to support Honda's operations. Honda continues to increase the Canadian content of its vehicles, and is committed to using North American suppliers whenever possible.

Miller credits the Ontario government's efforts to create a positive climate for business, investment and new jobs for much of the recent growth in the economy in general and the automotive industry in particular.

"All economies experience ups and downs but Ontario's economy has enjoyed much more stable growth recently," he says. "With the deficit under control and the continued elimination of government red tape, Honda Canada looks forward to continued growth and success in Ontario."



COMPANY NAME:

**Honda Canada**

LOCATION:

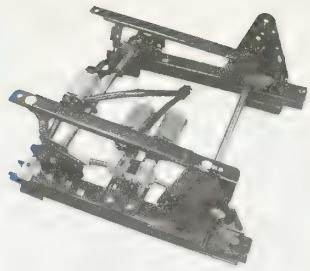
**Alliston**

NUMBER OF JOBS:

**2,000 in Ontario**

# Meritor Automotive Canada

ONTARIO'S QUALITY OF LIFE  
ATTRACTS SKILLED EMPLOYEES



"Young people are the future of companies like ours and every effort must be made to get students into technical oriented trades."



Most people think of Bracebridge as the home of cottages and serene days spent down by the lake. But ask automotive executives around the world and they will tell you that Bracebridge is home to Meritor Automotive Canada, a leader in the world of seat adjusting systems for cars and trucks.

The new business started with an existing manufacturing facility in Bracebridge – and a powerful vision. In less than ten years, Douglas Lamb, vice president and general manager, and his expert team of engineers and skilled employees have established themselves as a worldwide centre for design expertise. The company projects revenues of \$200 million by 2000.

Meritor products can be found in many of the world's most popular cars such as the BMW Z3 Roadster, Corvette, Dodge Dakota/Durango and the best-selling Chrysler Minivan. Approximately 85 per cent of their product is exported, with the majority going to the United States. As the business continues to grow they are exploring global markets including Asia and Europe.

Lamb says one of the biggest reasons for the company's success is Ontario's attractiveness as a place to live and work. Since the company relies on the skill of its staff to design and produce new products, every effort is made to attract highly skilled people – and the lifestyle benefits of the Muskoka Lakes area are particularly compelling. As a result, Meritor has grown from 150 employees in 1989 to more than 420 today, with another 100 new jobs over the next two years.

Meritor strongly supports educational partnerships. In June 1996, the company signed a tri-partnership agreement with Georgian College and the Muskoka Board of Education (now Trillium Lakelands District School Board). The agreement will help prepare intermediate, secondary and college students for careers in math, science and technology. "Young people are the future of companies like ours and every effort must be made to get students into technical oriented trades," says Lamb.



COMPANY NAME:

LOCATION:

NUMBER OF JOBS:

**Meritor Automotive Canada Inc.**

**Bracebridge**

**423**

# Monarch Development Corporation

JOB S AND INVESTMENT IN  
ONTARIO REAL ESTATE



*"The Ontario government is sending out a strong message that it encourages business and investment."*



"Ontario has always been described as the engine of growth in Canada. In the early 1990s it was the caboose. Now we're back as the engine again," says Brian Johnston, executive vice president and CFO of Monarch Development Corp., in describing the turnaround he sees in the business climate in Ontario.

One of the few real estate companies to survive the early 1990s without serious problems, the 80-year old public company develops real estate and investment properties in the Greater Toronto Area and the United States. The company is involved in virtually every aspect of real estate, including investment properties, residential housing, land development of communities, golf courses and condominium development.

Johnston credits the government with creating a "business-friendly environment" that has attracted new investment to the province. "The Ontario government is sending out a strong message that it encourages business and investment, and we've responded," he says, noting that 58 per cent of Monarch's capital spending took place in Ontario in 1997, up from just 20 per cent in 1994.

In the GTA, the company's current projects include three high-rise condominiums, a 100,000 square foot office complex for a high-tech firm, and a major retail development in Burlington. Monarch built four industrial buildings in 1997 alone, a significant increase from an average of one per year between 1990 and 1996. These projects are big job creators – creating thousands of person-hours in direct and spin-off jobs.

With the Ontario economy looking stronger than ever, Monarch is set to write more chapters in its jobs and investment success story.



COMPANY NAME:

**Monarch Development Corporation**

LOCATION:

**Greater Toronto Area**

NUMBER OF JOBS:

**180**

# Normiska Corporation

GOOD THINGS GROWING IN ONTARIO



*"Ontario's growing pool of R&D expertise will put the province in a good position to profit from this growing trend."*



Good things are growing in Ontario. Just ask David Graham, president of Mississauga-based Normiska Corporation. This thriving small business sells top grade horticultural peat, bark mulch and composted bark to customers in the landscape and nursery business.

The company was founded by Graham and his associates in 1991. This group of entrepreneurs, who are also active in the mining business, wanted to start a business in a steady growth industry and saw an opportunity with aging baby boomers and their love of gardening and golf.

The company plans to invest in new equipment, expand its production operations and staff 12 new full- and part-time positions over the next year. It also plans to add a research and development component to the project. This effort will draw heavily on Ontario's environmental and horticultural research facilities.

This summer, horticultural grade peat moss will be harvested from the first 200 acres opened on Normiska's 900 acre leased Crown land near Fort Frances, Ontario. Most of these materials will be exported to the U.S. mid west.

"Environmental responsibility continues to grow into the future," says Graham. "As this population ages, more people are retiring to their green spaces such as gardens, golf courses and park lands. They are very aware of environmental concerns and wish to buy from responsible corporate citizens."

Normiska management believe that businesses will need to find creative ways of producing products in an environmentally responsible manner. Graham says that, "We believe that Ontario's growing pool of R&D expertise will put the province in a good position to profit from this growing trend."



COMPANY NAME

LOCATION

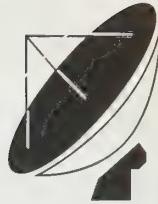
NUMBER OF JOBS

**Normiska Corporation**

**Mississauga & Fort Frances**

# Nortel

BASED IN ONTARIO,  
SERVING THE WORLD



*"We are encouraged by the Ontario government's attempts to make the province more competitive for private sector investment."*



In June 1997, Northern Telecom made headlines when it announced the creation of 5,000 new jobs over four years at its facilities in Ottawa. According to Nortel's senior vice-president for government relations, Ontario's excellent climate for jobs and investment helped to make this dramatic announcement possible.

"We are encouraged by the Ontario government's attempts to make the province more competitive for private sector investment," says David Winfield. "It's always an advantage when you see personal income taxes lowered, because that helps us attract and keep highly-skilled people in the province."

As one of the world's most renowned providers of telecommunications products and services, Nortel creates jobs and growth in Ontario through approximately \$2.0 billion in exports to 150 countries. Accordingly, it's hardly surprising that Winfield, whose responsibilities include international trade, is keenly sensitive to the growing competition for investment between jurisdictions.

"Another advantage in Ontario is the quality of our work force," he says. "We need more highly-educated workers – and that's why we're delighted the province is also looking at reforms to the education system to ensure that high-tech industries have access to quality graduates from our university system."

The new jobs at Nortel include positions in engineering, design, research and other key areas, principally at the company's Nortel R&D facility. One of Canada's leading R&D centres, Nortel conducts research in wireless, broadband, public carrier and enterprise data networks.

Nortel's operations in Ontario are widespread, including 17,000 employees, mainly in four cities. The company maintains its global corporate headquarters in Brampton and its global R&D headquarters in Ottawa.

In an era when 90 per cent of Nortel revenues come from outside Canada, the company's continued commitment to Ontario is a powerful sign of confidence in the province as a place to do business.



COMPANY NAME:

LOCATION:

NUMBER OF JOBS:

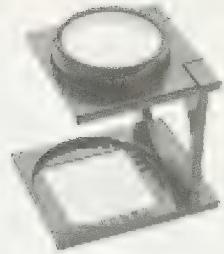
**Nortel**

**Ottawa, Brampton,  
Brockville, Belleville**

**17,000 in Ontario,  
73,000 worldwide**

# PLM Group

PRINTER MAKES POWERFUL  
IMPRESSION IN MARKHAM



*"Ontario has adopted a 'back-to-work' attitude, and it's translating into economic growth and prosperity for this province."*



The PLM Group, one of the country's fastest growing commercial printers, is quickly establishing itself as a leader in the highly competitive print communications industry. Barry Pike, founder, chairman of the board and CEO of the Markham-based company, is quick to attribute much of PLM's success to Ontario's favourable economic climate.

"Ontario has adopted a 'back-to-work' attitude, and it's translating into economic growth and prosperity for this province," says Pike. "We're moving ahead in the right direction, and this government is doing all the right things."

In Pike's view, the government's tax cuts have had a particularly positive effect on the economy. "Thirty tax cuts all add up. People are a lot more confident, they're spending more money, and it's going back into the hands of the people. It's this climate that has allowed us to hire 200 new employees over the last three years, and to invest tens of millions of dollars in new printing presses to pursue opportunities in print communications."

In April, PLM announced yet another record year, posting a 36 per cent increase in cash flow, and a 27 per cent increase in net income. "This company, through its carefully orchestrated growth-by-acquisition strategy, stays focused on increasing profitable market share. As a result, we're enhancing all our North American operations," Pike commented. PLM maintains facilities in Markham and Toronto, as well as in Cincinnati, Ohio and New Haven, Connecticut.

"Growth like this doesn't happen by mistake. With a forward-thinking, business-sensitive government in place, Ontario is well-positioned to continue down its path of success."



COMPANY NAME:

**The PLM Group**

LOCATION:

**Markham**

NUMBER OF JOBS:

**300**

# S&P Data Corporation

LOW TAXES, CONFIDENT  
CONSUMERS DRIVE EXPANSION

*"I (also) believe  
that S&P Data has  
an opportunity to  
contribute to this  
region's economy."*



An International Data Response Company

S&P Data Corporation has enjoyed unprecedented expansion over the past three years. The company provides a full range of inbound and outbound teleservices to clients across the country, employing more than 1,700 people in Ontario. It operates three call centres in Ontario, located in Don Mills, North Bay and St. Catharines.

Call centres use modern telecommunications technology to effectively handle a variety of sales, service, support and marketing functions. Call centres have become increasingly important to companies in Canada and the United States.

The company added its North Bay facility in 1996, creating 450 jobs. Its most recent expansion was in St. Catharines, which created a further 160 jobs.

"While our goal in opening our new St. Catharines facility was to better serve the needs of our clients, I also believe that S&P Data has an opportunity to contribute to this region's economy, to attract new business and to become an important part of this community," says S&P Data Corporation's president and CEO, David Parkes.

Parkes cites three factors in his firm's continued expansion in Ontario: more favourable tax rates, increased consumer confidence in the province, and the availability of a skilled workforce.

"St. Catharines is an outstanding new location for us. The community is excited about S&P Data as a new employer – and there is a pool of talented potential employees eager for this new work opportunity," says Parkes.



COMPANY NAME:

**S & P Data Corporation**

LOCATION:

**Toronto/North Bay/  
St. Catharines**

NUMBER OF JOBS:

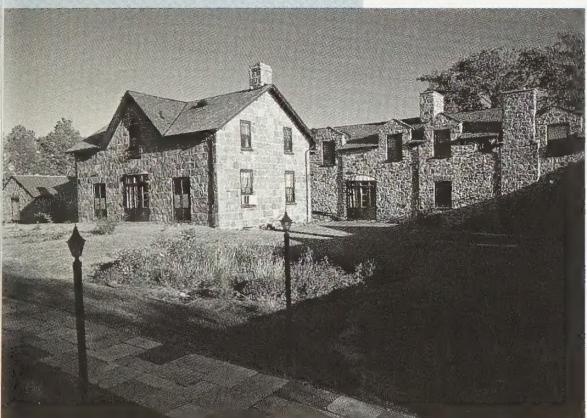
**1,737**

# Ste. Anne's Country Inn & Spa

THE ENTREPRENEURIAL SPIRIT  
TRIUMPHS IN GRAFTON



*"With the strong economy and the sheer volume of customers, I'm disappointed by the number of people I have to turn away when we're sold out."*



Jim Corcoran laughed when he heard someone say that his family's old house on 562 acres near Cobourg would make a great bed and breakfast. It turned out to be good advice. Jim and his family are co-owners of the successful Ste. Anne's Country Inn & Spa, spring water bottling plant and elk farm.

Purchased in 1981, the abandoned 1940s-era mansion was turned into a bed and breakfast by the family, and opened in 1985. The inn was moderately successful, but guests couldn't stop talking about the wonderful spring water. The spring water business soon followed, originally offering home and office water coolers and later, private label bottled water. Today, it's a multi-million dollar business.

The third business also came about by accident, after offshore investors brought 1,000 New Zealand deer to the property to be raised as an alternative to beef. When that business soured, the Corcorans saw opportunity in elk antlers. Unlike horns, new antlers regrow each year. The antlers are used in pills as a popular vitalizing supplement. Accordingly, the family now shares the property with 400 elk.

In 1991, Corcoran took over the family inn business. After limited success with several programs to attract more visitors, his sister, Cindy, gave him an idea. She suggested introducing spa treatments for guests. Visitors loved the pampering and the business took off. In just seven years, jobs at the inn have grown from five part-timers to 80 employees.

Corcoran gives credit to the Ontario government's efforts to bring country inns together to market themselves aggressively, especially in the United States. He expects these moves to continue paying dividends in the future. "With the strong economy and the sheer volume of customers, I'm disappointed by the number of people I have to turn away when we're sold out," Corcoran says. "I'd like to expand and build a 'spa village' and add enhancements like restaurants, other businesses and recreational facilities."

With a vibrant entrepreneurial spirit and high quality service, Jim Corcoran and the rest of his family have ensured a promising future for themselves and the growing group of people they employ.



COMPANY NAME:

**Ste. Anne's Group of Companies**

LOCATION:

**Grafton**

NUMBER OF JOBS:

**150**

# TransCanada Power

GENERATING ELECTRICITY,  
GENERATING JOBS



*"The Hearst area is extremely keen about our presence, and we're also very encouraged by the government's progress in bringing forth an open market for power in Ontario."*



After building three highly successful electric power-generating plants in Northern Ontario, TransCanada Power is currently developing a fourth power plant on a rather different model. The new \$80 million Calstock power plant will burn wood waste from local lumber mills for more than half its generating capacity. In short, not only will Ontario gain jobs and economic benefits, but it will also witness the advantages that come with alternative wood waste control systems.

"We've been working on this project with the Town of Hearst, the Hearst Lumbermen's Association, Ontario Hydro, and the provincial government to bring this all together," says Russ Girling, sr. vice-president, Power, North America. "The Hearst area is extremely keen about our presence, and we're also very encouraged by the government's progress in bringing forth an open market for power in Ontario. As a result, TransCanada has already mapped out future expansion plans for other facilities."

As a sign of its strong confidence in Ontario, TransCanada Power has commissioned new projects at Kapuskasing and North Bay – creating approximately 25 permanent jobs – within the last two years. The new Calstock plant, scheduled to be operational by 2000 with an additional 15 to 20 new jobs, will produce enough energy for 16,000 homes.

Local lumber and plywood mills – the economic mainstays of the area – have been stockpiling wood waste for some time. With landfill costs running high, a wood-burning power generation plant is seen by many as a long-awaited solution.

Generating electricity in Ontario has been a winning formula for TransCanada Power. As a result, the company is sure to keep on generating new jobs in the province in the exciting years to come.



COMPANY NAME:

**TransCanada Power**

LOCATION:

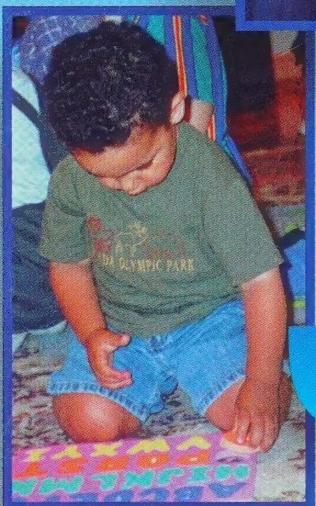
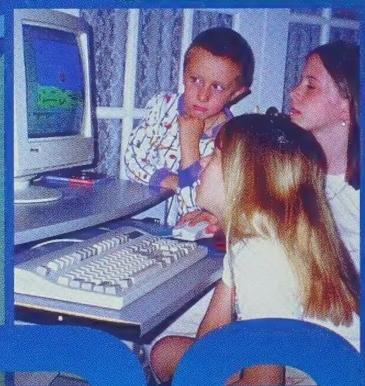
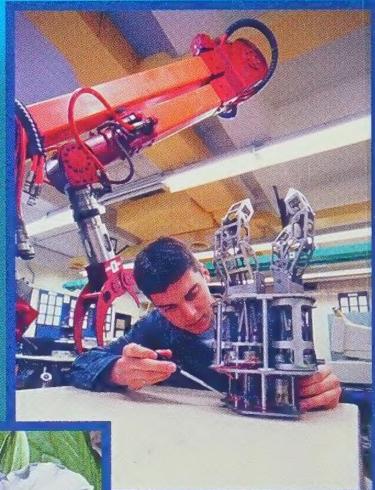
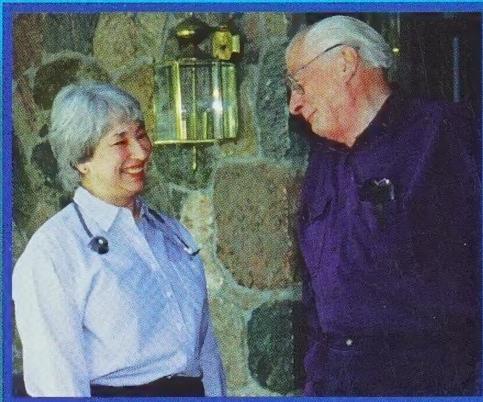
**New Calstock power plant in  
Hearst, Ontario**

NUMBER OF JOBS:

**165**



# ONTARIO



# JOBS

For the future, today.

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